

ESTATES MAINTENANCE POLICY (INCLUDING PLANNED PREVENTIVE MAINTENANCE)

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1. RATIONALE

Yeovil District Hospital NHS Foundation Trust recognises its legal obligations to take necessary measures in the provision of effective maintenance of buildings, equipment, engineering plant, systems and services. The main reasons for this policy are:

- a) Compliance with statutory requirements.
- b) Compliance with the the Health and Social Care Act 2008.
- c) Provision of a safe environment.
- d) To reduce hospital acquired infection.
- e) To define the ground rules for the delivery of an effective maintenance service.

The concept of providing and maintaining safe estates services carries a high statutory priority and applies across the widest range of applications. It must apply to patients, staff and the general public, that is, all users of the healthcare environment. In a similar way, the duty of care in operational maintenance performance can contribute towards the overall efficiency and safety of a healthcare organisation.

2. AIMS

This policy will:

- a) Provide guidance to those responsible for the maintenance of healthcare environments.
- b) Assist in maintaining the value of the estate, extending the economic life of property and engineering systems as far as possible.
- c) Minimise disruption by ensuring business continuity.
- d) Maintain the patient's environment in a manner conducive to quality clinical care.
- e) Ensure that buildings and all associated services operate at optimum levels of performance and within design criteria in the useful life cycle.
- f) Ensure that robust monitoring and reporting mechanisms are in place.
- g) Comply with health and safety legislation requirements.
- h) To propose and review revenue and capital funding needs annually and advise on funding shortfalls or excesses in relation to risks, resources and required standards

This policy pursues and expects the good upkeep of buildings, engineering plant and equipment by regular inspection and maintenance in line with the Department of Health guidance documents (Health Technical Memorandum series) and other recognised guidance, legislation and standards.

The policy applies to all properties owned and maintained by the Trust. Properties leased, rented or occupied under lease or other occupancy agreement where the Trust is responsible for maintenance to be maintained in accordance with this policy.

Estates maintenance services include electrical and mechanical services, medical gases, air conditioning and air handling, plumbing, joinery, building, painting and decorating, security, fire alarms, flooring, portable appliances etc.

Maintenance of medical devices is covered under a separate Trust policy (Medical Devices Maintenance Policy).

3. DEFINITIONS

For the purposes of this document the following definitions apply:

- **Maintenance:** The combination of all the technical and associated administrative actions intended to retain an item in, or restore it to, a state in which it can perform its required function. Given due consideration to viability and economic financial responsibilities.
- **Reactive Maintenance (Breakdown):** Operation of restoring an item to fulfil its original function after a failure in its performance.
- **Planned Preventative Maintenance (PPM):** Maintenance carried out at predetermined intervals or corresponding to pre-described criteria, and intended to reduce the probability of failure, breakdown or the performance degradation of an asset.
- **Backlog maintenance** Backlog maintenance is a term which covers situations where there is long standing outstanding maintenance which can only be tackled by larger investment projects. These types of maintenance issues are identified through risk assessments, service reports, backlog surveys and are incorporated into the Trusts Capital Programme where funding allows.
- **Life-cycle maintenance** Irregular or cyclical maintenance is work carried out in accordance with planned recurrent and often multi-year cycles (e.g. redecoration, flooring renewals).
- **Minor Works** Minor works is a term which covers small items of Estates works involving adaptation, alteration and new installations which are often required to support changes in procedures and work practices (e.g. additional sockets, shelving etc).
- **Service Contracts:** Maintenance carried out by an external contractor at predetermined intervals and intended to reduce the probability of failure, breakdown or the performance degradation of an asset. Equipment or services of a complex or specialist nature will usually be covered by a service contract (e.g. lifts, medical gases).

4. RESPONSIBILITIES

Responsibility and, more specifically, the duty of care within the Trust are vested in the Chief Executive, the Board of Directors and its supporting structure.

The designated staff responsibilities are detailed as follows:

4.1 Chief Executive

The Chief Executive who is ultimately accountable for the safe operation and maintenance of the premises. In particular he/she must ensure that suitably qualified personnel are employed to implement, manage and review this activity

4.2 Director of Estates and Facilities

The Director of Estates and Facilities is responsible for the overall provision of a compliant, effective and efficient estates service. This position fulfils the role of Designated Person (DP) for the Trust and provides an informed position at board level.

4.3 Maintenance Manager

The Maintenance Manager is the senior Designated Officer for estates maintenance services. This position fulfils the role of Trust Senior Operational Manager (SOM) and Authorised Person (AP) for specialist engineering services. Operational management of estates services includes building, engineering, equipment, specialist maintenance and grounds and gardens with appropriate maintenance programmes and an annual review of maintenance activities

4.4 Senior Electrical Engineer

The Senior Electrical Engineer is the Designated Officer for all electrical engineering services. This position fulfils the role of Authorised Person (AP) for specialist engineering services and ensures that all electrical services are safe and available for their intended use and that the Trust complies with its statutory obligations.

4.5 Senior Mechanical Engineer

The Senior Mechanical Engineer is the Designated Officer for all mechanical engineering services. This position fulfils the role of Authorised Person (AP) for specialist engineering services and ensures that all mechanical services are safe and available for their intended use and that the Trust complies with its statutory obligations.

4.6 Maintenance Officer

The Maintenance Officer is the Designated Officer for all aspects of the maintenance programme. This position fulfils the role of Authorised Person (AP) for specialist engineering services and ensures that the planned preventative maintenance (PPM) programme is coordinated, monitored and revised for all maintenance activities.

4.7 Maintenance Supervisor

The Maintenance Supervisor is the Authorised Officer for all operational maintenance work. This position fulfils the role of Authorised Person (AP) for specialist engineering services and ensures that maintenance work is prioritised and completed effectively.

4.8 Trades Person

The Trades Person provides skilled installation and/or maintenance of specialist services and will be directed, appointed, or authorised to work (if a contractor), by the Supervisor or Authorised Person (AP) dependant on the work involved. Maintenance Assistants provide support to this role with direction from more senior grades of staff

4.9 Authorising Engineer

Authorising Engineers (AE) act as external assessor and is appointed with a brief to provide services in accordance with Health Technical Memorandum guidance. The AE will make recommendations for the appointment of Authorised Persons, monitor the performance of the service, and provide an annual audit report.

4.10 Authorised Person

Authorised Persons have the key operational responsibility for specialist engineering services. The person will be qualified and sufficiently experienced and skilled to fully operate the specialist service. He/she will be nominated by the AE and appointed by the DP, be able to demonstrate: his/her application through familiarisation with the system and attendance at

an appropriate professional course; a level of experience; and evidence of knowledge and skills.

4.11 Estates Helpdesk

To receive and log maintenance requests from across the Trust and administrate requests for minor adaptation and alterations.

4.12 Trust Employees

All Trust employees will be expected to;

- To report maintenance defects to the helpdesk.
- Escalate any unresolved issues through the Estates management arrangements/structure.
- Responsible for reporting all incidents (including near misses) on the Trust Incident reporting system.

5. INFECTION CONTROL

It is the responsibility of the Infection Control Team (ICT) to provide input for all matters relating to the hospital environment, maintenance of hospital buildings and engineering systems and to work with the Estates Team including:

- Provide education for maintenance staff and management on infection control and reduction in HCAI's
- Provide guidance and support when advice on controlling the environment is required
- Provide advice on risk assessments for controlling the environment decisions
- Identify priorities for action

6. MAINTENANCE REQUIREMENTS

Each maintenance category shall be based on relevant legislation, regulations, technical guidance, HTM recommendations, codes of practice, risk assessment and good practice to ensure the efficient and effective delivery of maintenance services. The standards for categories of maintenance are as identified in the Estates Standards of Service.

6.1 Records and Drawings

Records and drawings shall be kept up to date and records completed for all maintenance actions. At the handover of a new development the Maintenance Manager shall ensure that all statutory as-fitted information is received with log books implemented for new systems.

6.2 Asset Register

An asset register shall be compiled and updated for all sites, buildings, levels, departments, major engineering plant, systems and equipment via a software system to enable lifecycle costs to be recorded.

6.3 Reactive Maintenance (Breakdown)

Reactive maintenance services consisting of requests, faults, breakdowns, defects, etc. shall be provided with priorities and standards as set out under the Estates Standards of Service.

The implications of failure range from loss of facility to consequential damage of buildings, engineering systems and equipment. In some circumstances the failure could be detrimental to the health, safety, and welfare of patients or staff. Whilst it is accepted that it is impossible to totally eliminate reactive maintenance it nevertheless should be reduced to acceptable levels via an adequate PPM system and an investment programme (Backlog).

The relationship between planned and unplanned maintenance shall be monitored in order to provide a maximum of 40% reactive maintenance.

6.4 Planned Preventative Maintenance (PPM)

This has been adopted by the Trust as being the best approach for providing an efficient and effective maintenance service in order to mitigate the risks associated with building or engineering system failure. PPM shall include both statutory and recommended or best practice categories and reduces the demand for responsive maintenance.

The maintenance programme or work planner shall be kept up to date for the management of PPM. The plan shall be reviewed regularly and matched to Trust activities, availability of labour, contractors or resources.

Maintenance work specifications and frequencies shall be established for all tasks with reference to health and safety precautions, permits to work and risk assessments. Frequencies shall be varied as necessary based on relevant risk assessment, professional judgement and local circumstances

The relationship between planned and unplanned maintenance shall be monitored in order to provide a minimum of 60% total planned maintenance.

A summary schedule of planned preventative maintenance for key building elements, plant, engineering systems or equipment is shown in Appendix A.

6.5 Service Contracts

Service contract maintenance work shall be carried out by external contractors due to the specialist nature of work or for value for money. This category incorporates both planned and reactive maintenance and shall be reviewed annually on a competitive basis.

6.6 Procurement of Maintenance

Maintenance work shall be carried out by in-house staff who have appropriate training, qualifications and ability to undertake the specific tasks required. Contractors will be selected where necessary based on technical suitability, safety, training of staff and accreditation where appropriate.

6.7 Maintenance Funding

Maintenance shall be funded from the estates revenue budget with separate account codes established for all categories of work. Monthly reports shall be provided to assess trends, accruals, commitment and expenditure against budget. The budget shall be reviewed monthly and set annually to include cost improvement programme (CIP) targets and the reporting of cost pressures.

6.8 Health and Safety

All work shall be undertaken in accordance with the Trusts health and safety policies, Department of Health guidance, relevant Codes of Practice, Health and Safety Executive guidance and departmental health and safety procedures.

6.9 Staff Training

Staff training shall be reviewed annually in conjunction with annual appraisals with training plan produced. Training records shall be kept up to date for all EFM staff.

7. Service Delivery

the Estates Department provides maintenance cover 365 days per annum, 24hours per day through a range of in house and contracted out activities for all properties
The core operating hours are 8 am to 5 pm Monday to Friday with On Call staff covering all other hours.

The Helpdesk number is 4444 and operates between 8.30 am and 5pm. Calls outside of these hours are managed by Switchboard who will pass estates related issues requiring urgent attention to the Clinical Site Manager.

7.1 Response Times

The Estates Department will at all times endeavour to achieve the response times scheduled below, these should be treated as target times and may not be achievable in every instance.

The response time to Reactive Maintenance calls will depend on the consequences of the issue reported. Jobs will be allocated to one of four response levels: -

- Emergency – Immediate Response (Essential people will attend the problem as quickly as possible, stopping only to ensure that their current activity is left in a safe state.)
- Urgent – 1 hour Response
- Important – 1 to 2 day Response
- General – 5 to 7 days Response

The consequences that will apply to each response level will be as follows: -

Emergency (Immediate)

- Immediate serious impairment to patient safety or welfare
- Immediate serious disruption to treatment processes
- Immediate serious threat to infection control
- Immediate serious loss of Trust business activities
- Immediate risk of serious injury to staff, visitors, or contractors (Health & Safety issue)
- Immediate risk of significant damage to buildings, plant, or equipment

Urgent (1 hour)

- Reduced quality of patient care, with potential for deterioration to serious if not dealt with quickly
- Reduced effectiveness of infection control processes
- Reduced ability to deliver Trust business activities, with potential for deterioration to serious if not dealt with quickly
- Risk of injury to staff, visitors, or contractors likely to deteriorate to serious if not dealt with quickly
- Risk of some damage to buildings, plant, or equipment

Important (1 – 2 days)

- Some (non critical) reduction in quality of patient care
- Some reduced ability to deliver Trust business activities
- Risk of low harm injury to staff, visitors, or contractors (Health & Safety issue)
- Risk of significant increased cost of activities

General (5 – 7 days)

- Inconvenience to staff, patients, visitors, or contractors
- Reduced performance of critical, or failure of non-critical plant or equipment
- Risk of some increased cost of activities
- Anything that does not fit the above definitions of Immediate, Urgent, or Important

8. MONITORING AND EVALUATION

Maintenance reports shall be provided as follows:

- Reactive maintenance report including emergency call outs (Monthly)
- PPM performance report (Monthly)
- Estates Performance Dashboard (Monthly)
- Estates Governance Framework – exception report (Monthly)
- PPM evaluation report (Annually)
- Routine checks will be made in respect of the requirements for safe working practices, compliance with departmental procedures and statutory compliance.

Performance data will be developed and published on a monthly basis to monitor;

- The number of breakdown calls received, completed and outstanding.
- No. of PPM jobs published and completed.
- Performance against allocated reactive response.

Maintenance performance shall be formally reported to the following:

- Monthly Estates and Facilities Management Meeting
- Infection Control Committee

Audits shall be conducted in accordance with designated staff functions, 'Authorised Persons' and external 'Advisors' or Authorising Engineer' and in accordance with the Estates Governance Framework.

9. LIMITATIONS

This policy applies to staff employed by the Trust who are party to any maintenance process. The policy compliments the Department of Health Policies and Principles in the Health Technical Memorandum series and does not detract from other estates guidance.

10. DATE OF REVIEW

This policy will be reviewed every 3 years.

11. APPENDIX A - PPM SCHEDULE

Planned preventative maintenance shall include (but is not restricted to) the following summary for key building elements, plant, engineering systems or equipment:

Category	Task Description (Building, Plant, Engineering Systems or Equipment)
Building	Building structure and fabric (External)
	Building fabric (Internal)
	Asbestos
	Fire doors, compartmentation and fire safety equipment
	Windows, restraints and doors
	Drainage (Above and below ground)
	Grounds and gardens
Electrical Engineering	Electrical infrastructure
	Electrical mains switchgear and distribution systems
	Fixed electrical installations
	Portable appliances
	Fire alarm and detection systems
	Emergency lighting installations
	Lighting installations (Internal and external)
	Lightning protection systems
	Emergency power supplies (Generators)
	Critical power supplies (UPS systems)
	Nurse call systems
Mechanical Engineering	Mechanical infrastructure
	Main boiler plant and distribution systems
	Fuel oil storage
	Legionella and water distribution systems
	Cold water storage and distribution systems
	Ventilation systems
	Domestic hot water plant and distribution systems
	Heating systems
	Air conditioning, refrigeration and chiller plant
	Pressure systems and vessels
	Gas installations and equipment
Specialist Equipment & Systems	Specialist equipment
	Lifts and lifting equipment
	Piped medical gases and vacuum (Plant and outlets)
	Pneumatic Tube system
	Decontamination equipment
	Critical alarm and paging systems
	Security systems
	Automatic doors
	Water softeners
	Fire fighting Equipment (inc. Risers, Hydrants)
	Access Equipment

APPENDIX B – EQUALITY IMPACT ASSESSMENT TOOL

To be completed and attached to any procedural document when submitted to the appropriate committee for consideration and approval.

Name of Document: **Estates Maintenance Policy**

		Yes/No	Comments
1.	Does the policy/guidance affect one group less or more favourably than another on the basis of:	NO	
	• Race	No	
	• Ethnic origins (including gypsies and travellers)	No	
	• Nationality	No	
	• Gender	No	
	• Culture	No	
	• Religion or belief	No	
	• Sexual orientation including lesbian, gay and bisexual people	No	
	• Age	No	
2.	Is there any evidence that some groups are affected differently?	No	
3.	If you have identified potential discrimination, are any exceptions valid, legal and/or justifiable?	N/A	
4.	Is the impact of the policy/guidance likely to be negative?	No	
5.	If so can the impact be avoided?	N/A	
6.	What alternatives are there to achieving the policy/guidance without the impact?	N/A	
7.	Can we reduce the impact by taking different action?	N/A	

Signed: D.Shire

Date: August 2013